

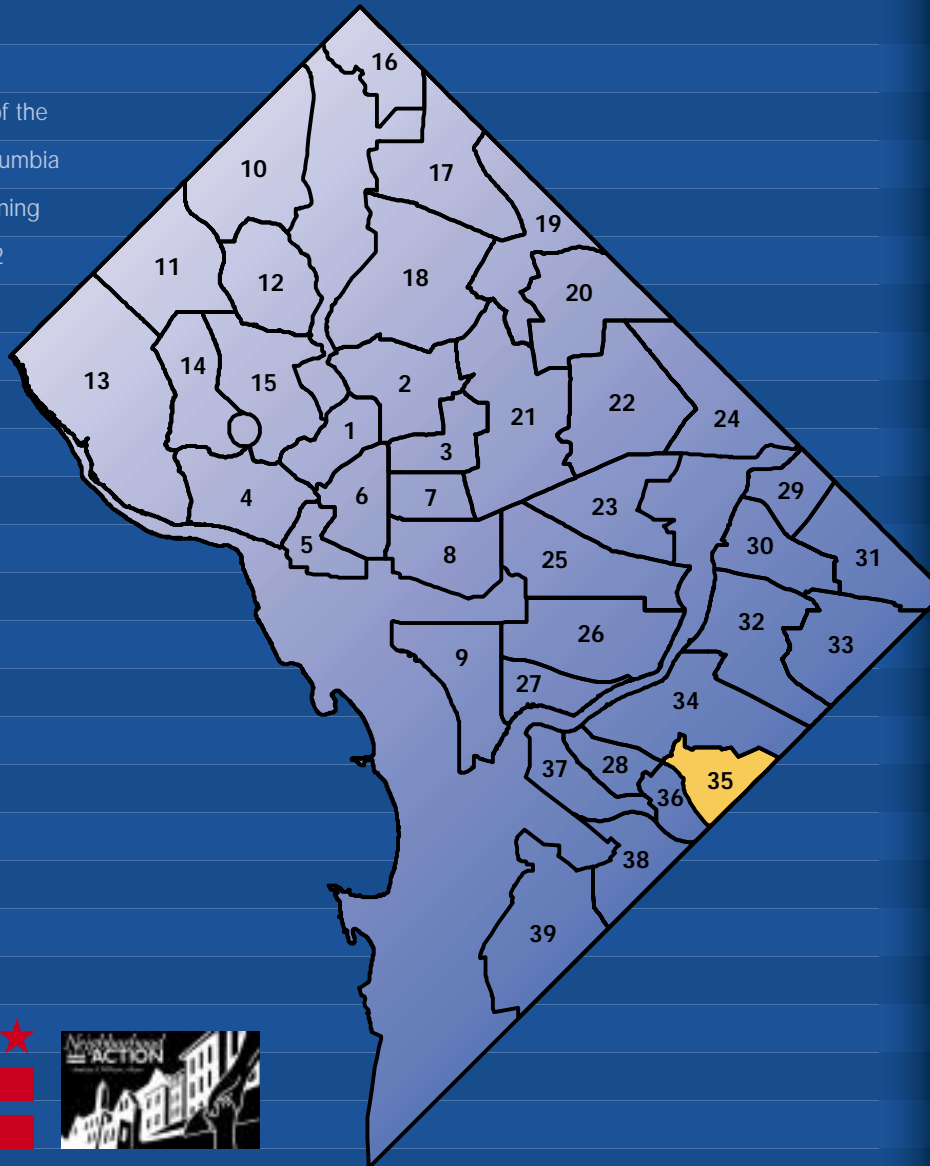
Neighborhood Cluster

35

District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the
District of Columbia
Office of Planning
Summer 2002



Fairfax Village
Hillcrest
Naylor Gardens



Acknowledgments

*The following people and groups
deserve special recognition for the
time they dedicated to developing
this plan for Cluster 35:*

Advisory Neighborhood Commission 7B

Fairfax Village Community Association

Hillcrest Civic Association

Park Naylor Community Association

Pennsylvania Avenue East of the River Task
Force

Residents of Fairfax Village, Hillcrest, and Naylor
Gardens

Ryland Methodist Church

Skyland Revitalization Task Force

St. Luke's Church

Ward 7 Neighborhood Steering Committee

Claudia Canepa, Junior Planner, Office of
Planning

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Chief Technology Officer

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Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

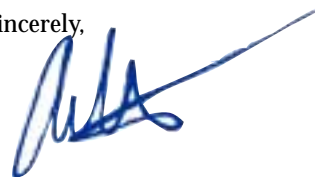
Your SNAP is a new kind of "plan for action" because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner will continue to work with you to help coordinate the implementation of many projects including: the redevelopment of the Skyland Shopping Center; the upgrades to several sidewalks, curbs, and gutters; and the paving of selected streets throughout the neighborhoods.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman
Director, Office of Planning

Letter From the Director



Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

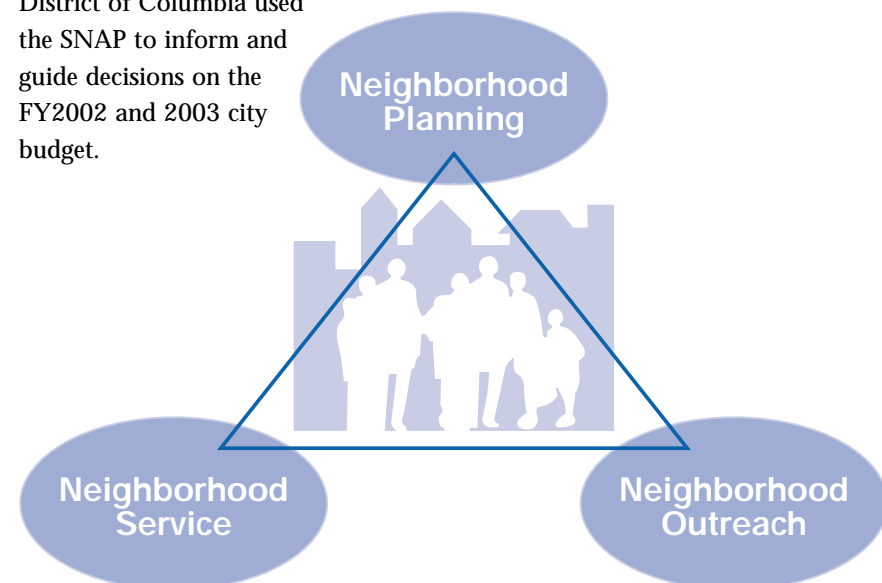
Neighborhood Action, the *Neighborhood Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the *Neighborhood Service Initiative*, the *Neighborhood Outreach Program*, and the *Neighborhood Planning Initiative*. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped

develop this plan with the *Neighborhood Planning Initiative* located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



Introduction

1

Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals for a 2-year period. Through a series of community workshops and meetings, community stakeholders identified the priority areas of the Cluster 35 SNAP. The priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 7 plan such as the redevelopment of the Skyland Shopping Center. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work

with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by

the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 7 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 7 over 5 years (1999–2004) and has 12 areas of planning focus, such as retaining the general housing stock, expanding the District’s tax base, and preserving and enhancing an appropriate range and density of land uses.

A Message from Your Neighborhood Planner

As your Neighborhood Planner, my job has been to guide residents and stakeholders of Cluster 35 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities to help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have produced your first Strategic Neighborhood Action Plan. This effort has truly been a monumental achievement!

At times, the task has not been easy. Historically, residents in this Cluster felt that they had not received the level of attention and public investment they deserved. The government has responded in several ways, such as committing \$500,000 for planning for streetscape and traffic improvements to Pennsylvania Avenue SE, \$2.5 million for the design and construction of a new Hillcrest Recreation Center and \$1.3 million for

improvements to Beers Elementary School in 2003. Although we have a long way to go, this document is proof that your government heard you and is changing to better serve you, as well as providing a tool for you to hold us accountable.

Many of you, both long-time and new residents, have taken the initiative to create change and have not waited for government to try to fix a problem. I would like to thank those residents who participated in the Ward-wide survey to identify streets and alleys in need of repair, as well as the vacant property survey. Both surveys will help direct agency priorities in the years to come. Additionally, the resident-led Pennsylvania Avenue East of the River Revitalization Task Force has worked to secure resources to address transportation, housing, commercial development, and public safety issues along the corridor.

I would like to recognize the tremendous commitment and dedication of those who participated in this planning process. They were active throughout the effort as they reviewed

and fine-tuned many elements of the draft SNAP plan. The city looks forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

To better understand what makes your Neighborhood Cluster special, please read the following sections that describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

Howard Ways¹

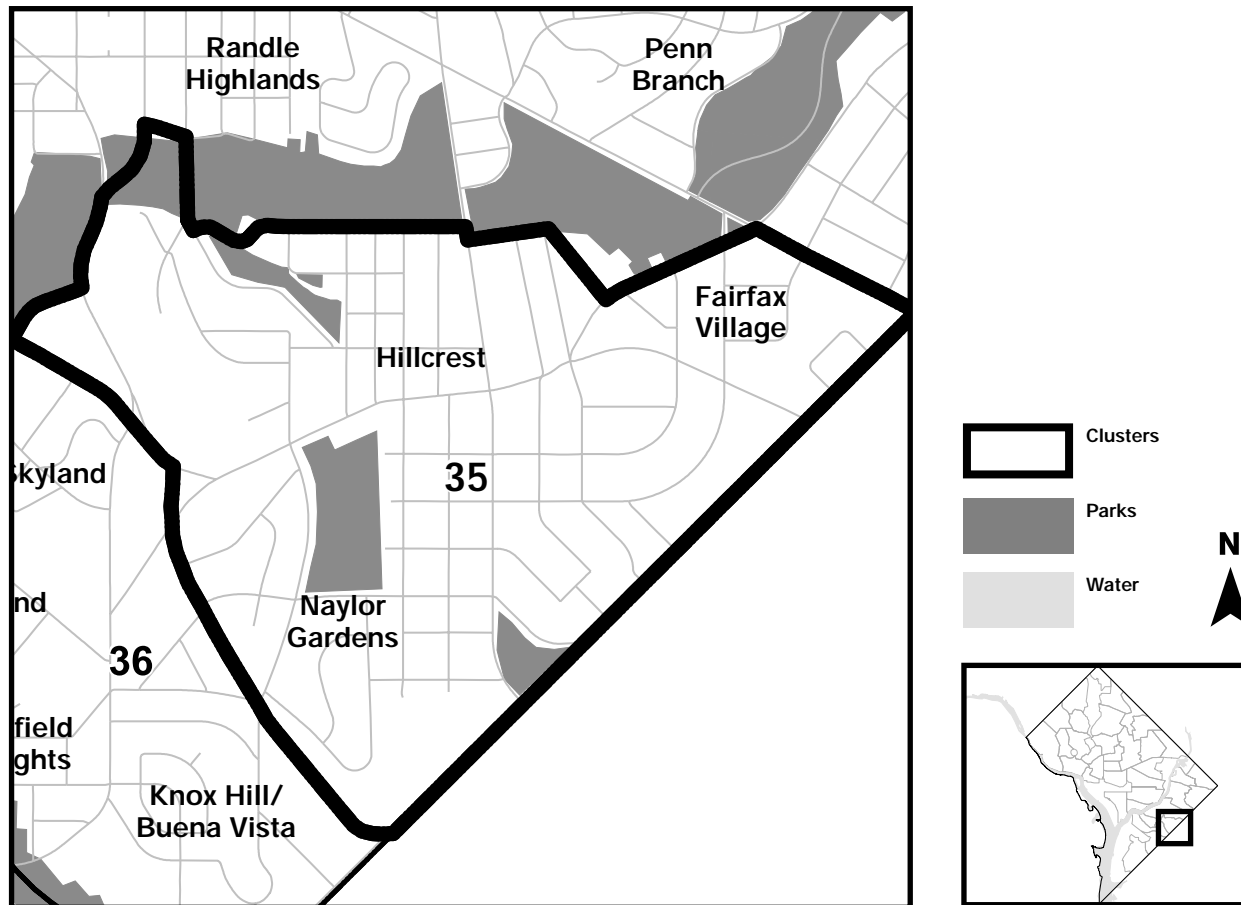
Neighborhood Planner, Cluster 35

1. This Cluster will have a new Neighborhood Planner. For more information, contact the Office of Planning at 202-442-7600.

State of the Cluster

2

Cluster 35: Fairfax Village, Hillcrest, Naylor Gardens



Cluster 35 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 35. Your Neighborhood Cluster is shown on the map and includes the following neighborhoods:

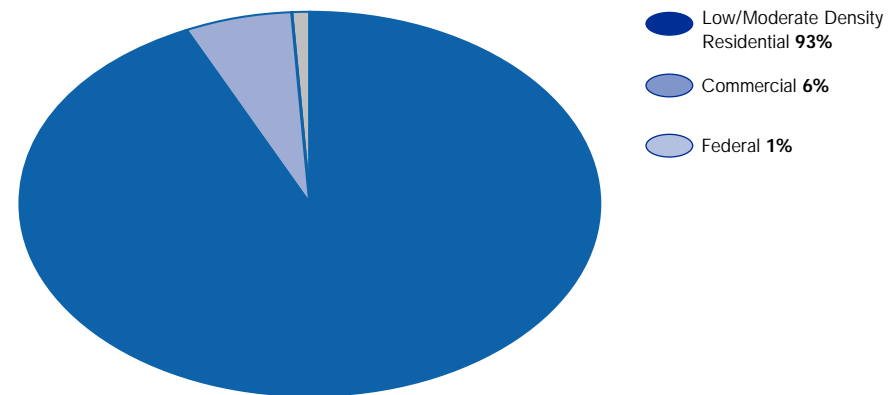
- Fairfax Village
- Hillcrest
- Naylor Gardens

These neighborhoods developed this SNAP with the help of your Neighborhood Planner, Howard Ways.

Physical Characteristics and Assets

The majority of the Cluster is made up of low- to moderate-density residential neighborhoods, many of which have panoramic views of downtown and the U.S. Capitol. The Cluster also has two primary commercial areas: Fairfax Village Shopping Center at Alabama Avenue and the Good Hope Marketplace. A breakout of the types and corresponding percentages of land uses for this Cluster is shown on the pie chart to the right.

Land Uses in Cluster 35



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

Housing in Hillcrest – photo by Kathy Chamberlain



Housing in Naylor Gardens – photo by Kathy Chamberlain



Key assets and features of Cluster 35 include the following:

- *Stable middle-class neighborhoods.*
- *A strong housing market marked by high sales prices and rapid sales.*
- *Direct access to downtown, Maryland, and Interstate 295 from Pennsylvania Avenue.*
- *Active and organized civic associations.*
- *Good Hope Marketplace, which is anchored by a Safeway supermarket.*

Fairfax Village Condominiums



Demographics

Cluster 35 followed the general trend in Ward 7 and Ward 8 (which now includes the part of Ward 6 that was East of the River) by losing population (from 8,756 in 1990 to 8,019 in 2000) over the past 10 years. The population is the most racially diverse in the Ward with 92% of the population being African American and 5% being White. The Cluster's median household income (\$43,384) is the highest in Ward 7 and exceeds the city-wide median (\$43,001). The adjacent chart provides some basic information on your neighborhood such as age, race and ethnicity, and family income for 2000. It also shows data for 1990, which allows you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of the Cluster Databook by contacting the DC Office of Planning (OP) at 202-442-7600.

	Cluster 35: 1990	Cluster 35: 2000	City-wide: 2000
Population	8,756	8,019	572,059
Age			
Under 18 Years	20%	21%	20%
Between 18 and 65 Years	68%	65%	68%
Over 65 years	12%	14%	12%
Race and Ethnicity			
African American	87%	92%	60%
White	12%	5%	31%
Hispanic ¹	2%	1%	8%
Income			
Median Household Income ²	\$32,303	\$43,384 ³	\$43,001 ³
Education			
High School Graduates	81%	Data not yet available	78%
College Graduates	23%	Data not yet available	39%
Housing			
Occupied Housing Units	4,093 units	3,885 units	248,338 units
Percentage of Housing Units Owner-Occupied	46%	44%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

Recent Neighborhood Activity

Most of the large-scale development in the Cluster is publicly funded capital projects. This fact is typical throughout Ward 7 because most private investment is limited to small infill development and housing rehabilitation. Therefore, the District will have to play a significant role in any major development project in the Cluster for the foreseeable future.

The following is a list of key Cluster 35 activities:

- *Completion of a citizen's street and alley survey, which identified streets and alleys for repaving, as well as streets that need improved curbs, sidewalks, and gutters. The District Division of Transportation (DDOT) has received and will review the results of the survey.*

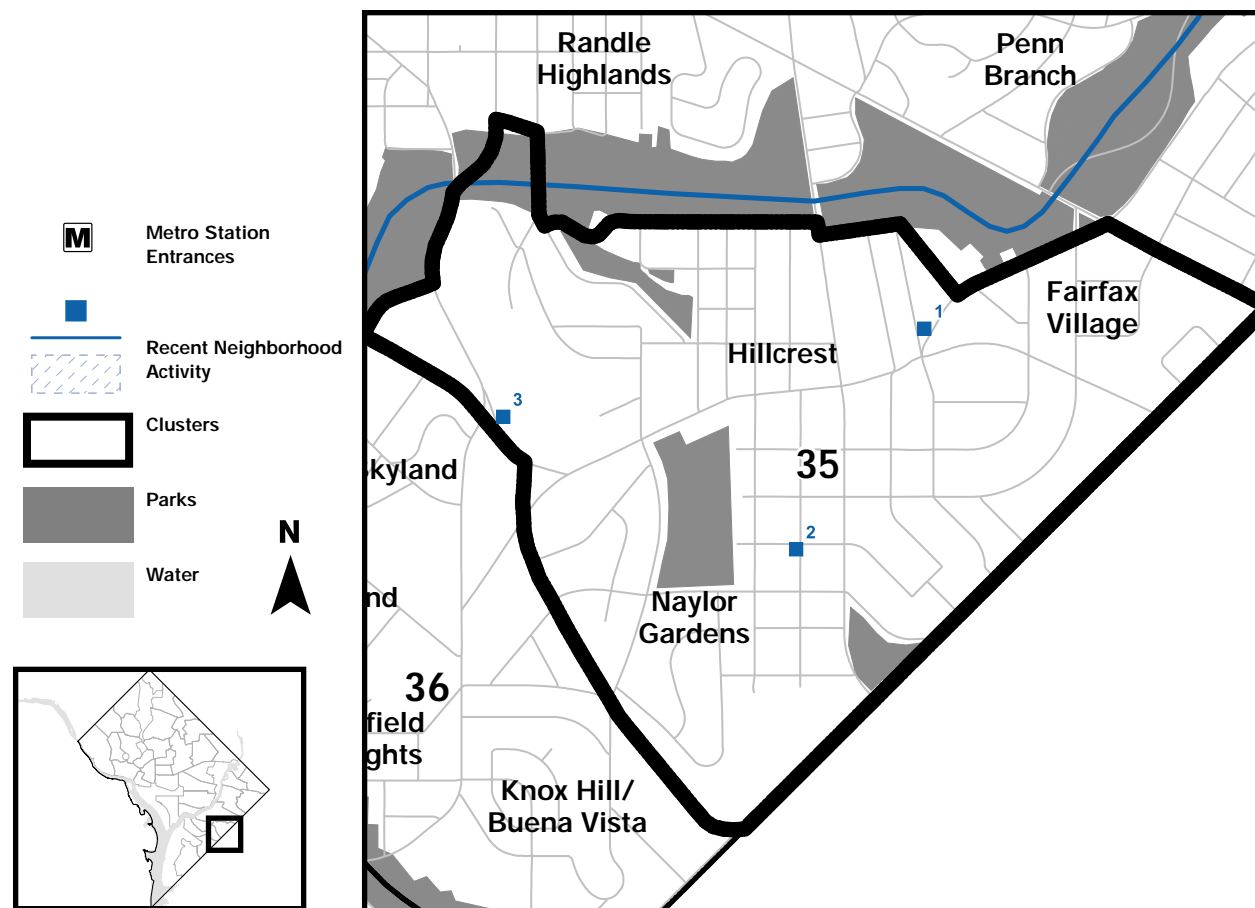
- *Proposed redevelopment of the Skyland Shopping Center by the National Capital Revitalization Corporation (NCRC). Planned improvements to Anne Beers Elementary School for 2003. Planned expansion of the Hillcrest Recreation Center.*
- *Continuation of the community gardening efforts of the Fort Davis Garden Club.*

The Recent Neighborhood Activity map on the next page depicts the key activities in your Cluster.

Good Hope Marketplace



Recent Neighborhood Activity in Cluster 35



1. Beers Elementary School
2. Hillcrest Recreation Center
3. Skyland Shopping Center

Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster worked with Cluster 34 to identify and rank the following 12 essential ingredients as vital for a livable community:

1. Ensured action and accountability to implement existing action plans established by the community
2. Well-maintained public infrastructure
3. Improved traffic control and management
4. Increased support for public safety
5. Economic development, including local businesses and public-private collaboration
6. Reliable and timely government services
7. Increased support services
8. Youth and children's programs
9. Better attitude of residents
10. Improved housing opportunities and mix
11. Improved neighborhood schools
12. Utilization of all existing planning efforts

Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed upon the following priority ingredients:

- Ensured action and accountability to implement existing action plans established by the community
- Well-maintained public infrastructure
- Improved traffic control and management

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

Developing Your SNAP

3

How We Involved You

Phase I: Start Up

- Conducted informal consultations with neighborhood leaders to discuss the concept of the SNAP and to develop key contacts. Those consultations were held from October 2000 to February 2001.
- Recruited and formed a Neighborhood Action Steering Committee to plan and promote the Neighborhood Cluster Workshop. A Neighborhood Action Steering Committee meeting was held on February 12, 2001, followed by an ongoing consultation in preparation for the workshop.

Phase II: Visioning and Identifying Essential Ingredients

- Convened a Neighborhood Cluster Workshop on March 31, 2001, at Savoy Elementary School to identify the essential ingredients for a healthy neighborhood and to establish priorities.

Phase III: Action Planning

- Organized topical Action Planning Work Sessions to develop preliminary action plans. The meetings were held every Tuesday, beginning May 24, 2001 through July 17, 2001.

Phase IV: Validation

- Convened a Neighborhood Cluster meeting on September 4, 2001, to review and validate the draft plan.

Community Outreach

- Announced the Steering Committee Meetings, the Neighborhood Cluster Workshop, the Action Planning Work Sessions, and other meetings specific to the SNAP using a variety of outreach methods. Specifically, notices were distributed through direct mailings, were sent to area ANCs, were spread by telephone calls, and were handed out at Metro stations and shopping areas. Notices were posted in the *Washington Post*, over the DC Cable, and in key neighborhood locations.
- More than 65 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 35, some of the key actions that concerned citizens the most received the following agency commitments:

Improve Traffic Control and Management

- *The District Department of Transportation (DDOT) will prepare a scope of work for streetscape improvements for Pennsylvania Avenue through the Scenic Byways Program.*
- *DDOT will use the citizen street survey submitted to DDOT to identify areas for site inspections and to determine future street, alley, curb, and gutter capital improvements. DDOT will survey and review all schools and Metro stations for traffic-calming devices with installation expected in FY2003.*

- *The Operations Command of the Metropolitan Police Department (MPD) will be conducting site surveys for the installation of 10 new red-light cameras. The Department of Public Works' (DPW) Parking Services will hire 138 additional parking enforcement officers in FY2002, more than doubling the existing force. Once fully trained, 100 parking officers will be dedicated to residential areas. Deployment will include a night shift to enforce registration requirements for out-of-state vehicles.*

Provide Additional Opportunities for Youth Development

- *The Department of Parks and Recreation (DPR) budgeted \$2.5 million for the design and construction of a new Hillcrest Recreation Center in FY2003.*
- *DPR will conduct a thorough evaluation and assessment of all recreation facilities and programs.*
- *The DC Public Schools (DCPS) budgeted \$1.3 million for improvements to Anne Beers Elementary School in FY2003.*

Create New Economic Development Opportunities for Residents and Protect Existing Commercial Areas

- *The National Capital Revitalization Corporation (NCRC) will lead the effort to redevelop the Skyland Shopping Center. The initial steps include engaging a brokerage team or retail consultant, developing a land-assembly budget, and selecting a retail developer or partner.*
- *DPW, the Department of Consumer and Regulatory Affairs (DCRA), Department of Health (DOH), and Fire and Emergency Medical Services Department (FEMS) will provide routine inspections of commercial areas.*

- *FEMS will conduct routine inspections of commercial areas to identify building-code violations.*

Provide Opportunities for Improved Housing

- *The Mayor's new initiative, titled "Home Again: Renovating Our City's Abandoned Properties," will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers who will renovate them into new homes. The initiative's goal is to provide at least 30% of the homes to low-income families.*

- *DCRA will regularly conduct housing inspections and surveys since hiring one inspector for each Neighborhood Cluster. FEMS will hire one additional Fire Inspector for Ward 7.*

Chapter 4, The Action Plan, describes in detail how District and non-District agencies are responding to citizen priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 35 Action Plan describes citizen-driven priorities in detail. The priorities specific to this Cluster include the following:

- Ensured action and accountability to implement existing action plans established by the community
- Well-maintained public infrastructure
- Improved traffic control and management

Clusters 34 and 35 worked jointly in preparing their SNAPs. All Action items for the second priority—well-maintained public infrastructure—are entirely in Cluster 34. Please refer to the Cluster 34 SNAP for those items.

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to “develop strategies to reduce drug

activity” and to “improve relations between police and area residents.” Each objective then has a specific Action Plan that includes Proposed Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone.

In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan

4

Agency Responses to Citizen Priorities

PRIORITY 1:

Ensured Action and Accountability to Implement Existing Action Plans Established by the Community

Ensured action and accountability to implement existing action plans that had been established by the community was the top priority. Residents expressed concern over the lack of progress in implementing the existing plans of the Pennsylvania Avenue Task Force and the Skyland Revitalization Task Force. The community indicated that it was not interested in beginning another separate planning process until the existing ideas were implemented.

OBJECTIVE 1:

Ensure action and accountability to implement existing action plans established by the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3202	Provide schedule of routine street and alley cleaning.	All neighborhoods	DPW	5606	The Department of Public Works (DPW) cleans alleys in all Wards on a rotating schedule. Street-sweeping schedules are posted on the street.	Ongoing
3203	Remove dead trees, and establish a government point person to work with ANCs and civic associations to identify the locations.	All neighborhoods	DPW	9901	The Neighborhood Service Coordinator is the point person and will coordinate with the District Department of Transportation (DDOT).	Ongoing
3204	Develop, publish, and implement routine tree-trimming and maintenance schedule.	All neighborhoods	DDOT	6944	DDOT will expedite the regularly scheduled tree-trimming program activities.	Ongoing
3206	Increase staffing and resources to deal with abandoned autos.	All neighborhoods	DPW	5612	DPW has opened an additional impound lot, and new tow cranes have been ordered that will be deployed in FY2002. There are currently no plans to increase the number of abandoned-vehicle investigators from its current complement of eight.	FY2002
			MPD	5613	Seven members have been trained to enter PD 904 information into the Hansen system. It is hoped that this action will expedite the process of having abandoned autos towed.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Ensured Action and Accountability to Implement Existing Action Plans Established by the Community**

OBJECTIVE 1: Ensure action and accountability to implement existing action plans established by the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
608	Review citizen street survey before determining future street and alleys for capital improvements.	All neighborhoods	DDOT	2103	DDOT will use the citizen street survey submitted to DDOT to identify areas for site inspections and to determine future street, alley, curb, and gutter capital improvements.	Ongoing
			Community	6239	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
609	Conduct site inspections in conjunction with the ANCs and civic associations.	All neighborhoods	DDOT	2105	DDOT does these inspections and will continue to do so. It will also expand public outreach in the preliminary design.	Ongoing
			Community	2104	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 2:

Traffic Control and Management

Improved traffic control and management was the third priority. Improving the quality of streets, sidewalks, alleys, curbs, and gutters was cited as a major issue to promote the smooth and efficient movement throughout the city using all modes of travel. Additionally, improving access to public transportation and mitigating traffic congestion were identified as areas of concern.

OBJECTIVE 1:

Complete paving and curbing of all streets and alleys.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
607	Make the work of the Skyland Task Force a top priority at the same level as the Georgia Avenue Initiative.	Skyland Shopping Center	DMPED	2098	The National Capital Revitalization Corporation (NCRC) has begun predevelopment work and was scheduled to present initial findings by June 2002.	FY2002
			OP	2101	NCRC will lead the effort to redevelop the Skyland Shopping Center. The initial steps include engaging a brokerage team or retail consultant, developing a land-assembly budget, and selecting a retail developer or partner.	FY2002
			DPW	2099	The Office of the Clean City Coordinator (OCCC) is the supporting agency. This action is not under the purview of DPW.	
			DDOT	6238	DDOT will expand public outreach in preliminary design.	FY2002
			OCCC	7572	OCCC will assist with stepped-up enforcement of code and quality-of-life infractions.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Traffic Control and Management**

OBJECTIVE 1: Complete paving and curbing of all streets and alleys.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3200	Provide a full commitment of resources for the wholesale redevelopment of the Skyland Shopping Center in order to implement the recommendations from the SORG East of the River Plan. The Sorg Plan calls for the acquisition, demolition, and relocation of approximately 25 businesses and the creation of a new regional shopping center.	Skyland Shopping Center	NCRC	5603	NCRC will lead the effort to redevelop Skyland Shopping Center. The initial steps include engaging a brokerage team or retail consultant, developing a land assembly budget, and selecting a retail developer or partner.	
			DMPED	6941	NCRC is determining the land assembly cost, identifying the gap financing, and seeking a potential developer. The Deputy Mayor for Planning and Economic Development (DMPED) meets regularly with the Skyland Task Force and the Hillcrest Civic group.	Ongoing
			OP	5604	The OP will continue to provide technical assistance at NCRC's request.	Out Years
3201	Continue current community engagement, which includes meetings with the Skyland Revitalization Task Force, ANC 7B, the Hillcrest Civic Association, and NCRC.	Skyland Shopping Center	NCRC	5605	NCRC will identify and include other groups affected by redevelopment. Meetings have been scheduled.	
			DMPED	6942	Discussions are under way with various parties.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2: **Traffic Control and Management**OBJECTIVE 2: **Improve community safety.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3207	Install traffic control devices like speed humps around schools, libraries, and public facilities.	All neighborhoods	DDOT	6945	DDOT will survey and review all schools and Metro stations for traffic-calming devices with installation expected in FY2003.	Ongoing
			MPD	10227	MPD's Operations Command will be conducting city-wide site surveys for the possible installation of 10 red-light cameras.	
3205	Increase staffing and resources for parking enforcement.	All neighborhoods	DPW	5610	DPW will hire 138 parking officers in FY2002, which will result in increased enforcement in residential locations, plus enforcement of out-of-state vehicles.	FY2002
			MPD	5611	District 6 will recommend locations for assignment. For more information, contact Lt. Goodwin at 202-727-3622.	FY2002

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Service Initiative (NSI)

Neighborhood Service strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, the NSI, in partnership with residents and 13 District agencies, has identified Persistent Problem Areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, a PPA work plan was developed. Those areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy neighborhoods. Through a Core

Team approach, 13 government agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *Because this initiative has been very active in your Neighborhood Cluster, the following few pages provide more detailed information.*

Transforming Schools Initiative (T-9)

In FY2001, the DC Public Schools (DCPS) selected nine schools to reconstitute and transform including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several existing schools will serve as pilots for the new “neighborhood places” model of coordinated, with neighborhood-based social services being implemented by the District agencies. The T-9 school in Ward 7 is the Davis Elementary School, which is located at 4430 H Street SE. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods:

Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

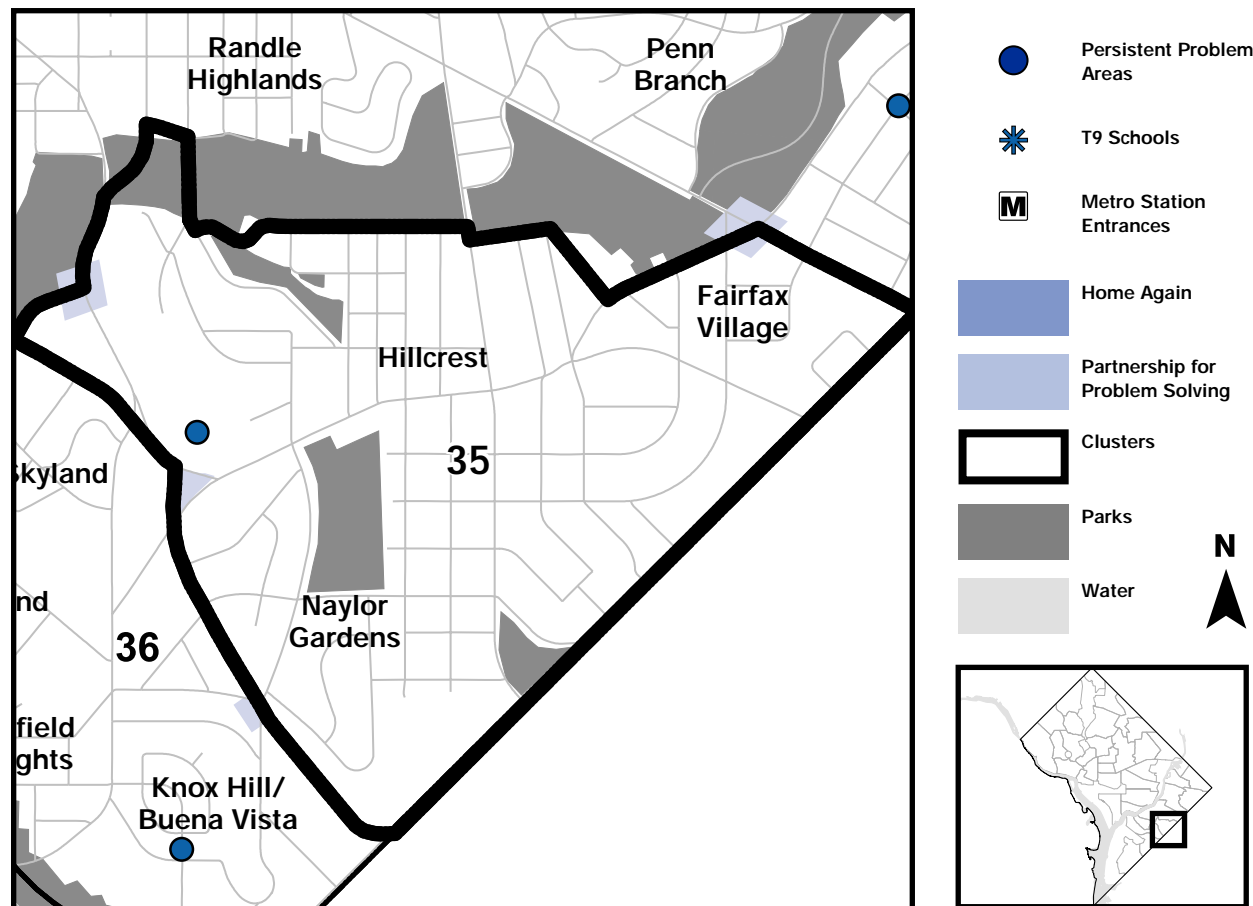
Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to

Other Neighborhood Initiatives

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Neighborhood Initiatives in Cluster 35



address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on the previous page depicts the above-mentioned initiatives that are located in your Cluster.

Neighborhood Service Initiative

The Neighborhood Service Initiative is a partnership between 13 District agencies to identify, prioritize, and solve recurring service-delivery problems called Persistent Problem Areas (PPAs). PPAs are unique because there are multiple problems in a specific area, which will, therefore, require multi-agency strategies to solve. Each Ward has one Neighborhood Service Coordinator (NSC), who coordinates the work of District agencies to solve these neighborhood problems. The NSC for Ward 7 is Rose Money.

To identify the PPAs for this Neighborhood Cluster, the NSC worked with Advisory Neighborhood Commissioners, community organizations, business owners, individual residents, and District agencies. Specifically, areas were identified and prioritized, and then specific work plans were developed for each PPA. Listed below is a more detailed description of each PPA.

There is 1 PPA in Cluster 35:

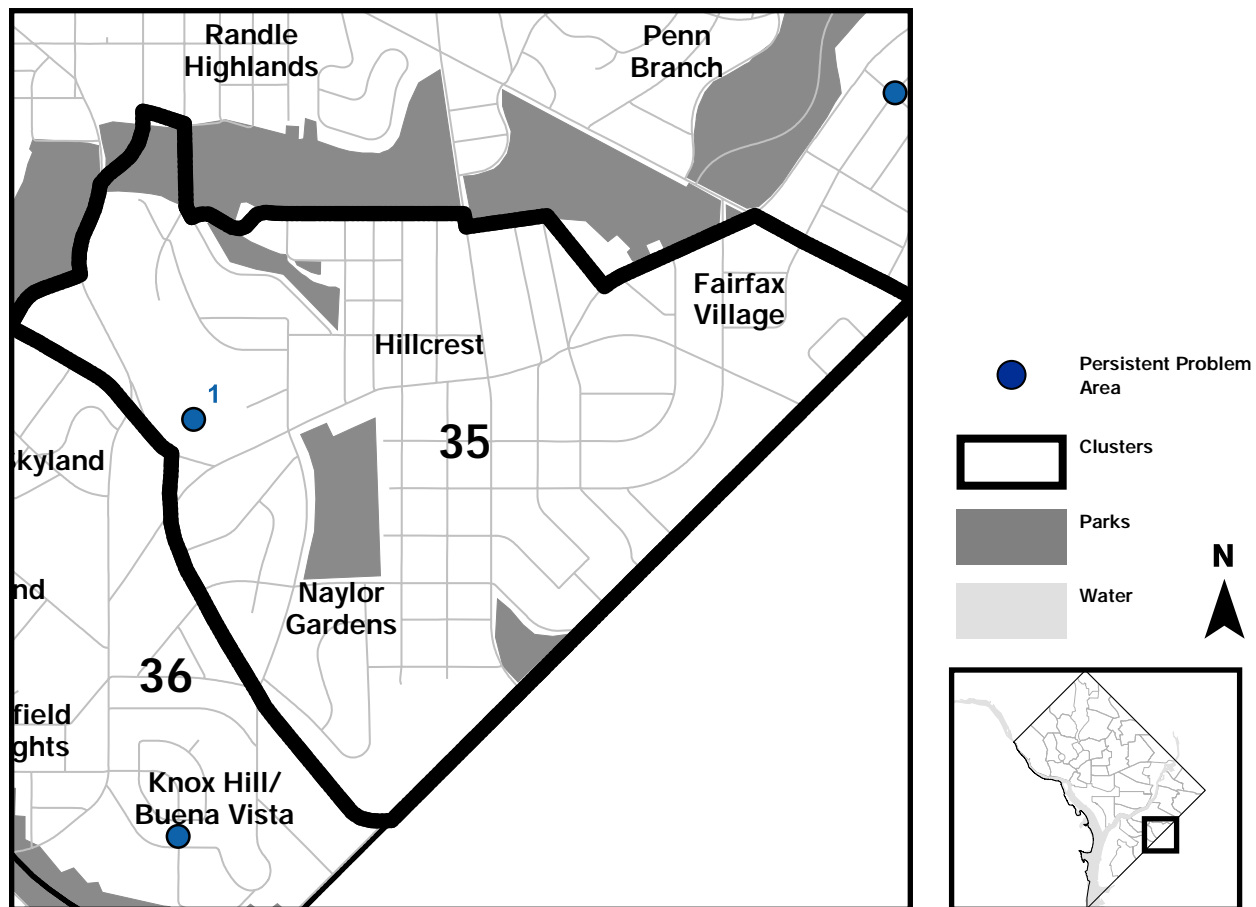
Skyland Shopping Center SE

Key problems in this area include illegal dumping, abandoned autos, drug activity, and code compliance. Accomplishments have included business inspections, a decrease in illegal dumping and abandoned autos, establishment of police bike patrols, and infrastructure repair. Future work in this area will be working with the commercial establishments to improve facades and to provide shopping opportunities that reflect the community's needs.

The PPA map on the following page depicts the location of the PPA in your Cluster.

The NSC, in partnership with District agencies and the community, will continue to work on solving these existing PPAs. Each quarter, Neighborhood Service will be considering work on additional PPAs in the Cluster. One of the key factors in this decision is determining whether improvements made to the PPAs are being sustained. One of the variables for sustaining those areas is active community involvement, such as conducting regular cleanups, learning about city codes and regulations, and keeping an eye on properties and reporting any illegal activity. If you have questions or are interested in partnering with your NSC on addressing these problems, please call Rose Money at 202-645-6201.

Persistent Problem Area in Cluster 35



1. Skyland Shopping Center SE

Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of your Neighborhood Planner

During this coming year, your Neighborhood Planner will continue to work with you and the responsible agencies to help coordinate the implementation of many projects including the completion of a market study for the Pennsylvania Avenue corridor near the Sousa Bridge and the redevelopment of the Skyland Shopping Center.

What Happens
Now

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The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood Action website at <www.neighborhoodaction.dc.gov> or at your local library.

Reference Materials

Plan:	Date Completed:	Plan Development Led by:
Ward 7 Plan	1998	DC Government, DC Office of Planning
City-wide Comprehensive Plan	1998	DC Government, DC Office of Planning
Cluster 35 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 35 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 35 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Pennsylvania Avenue East of the River Revitalization Task Force Phase 1 Action Plan	January 2001	Pennsylvania Avenue East of the River Revitalization Task Force

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

Your District Representatives

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Mayor

Kelvin Robinson
Chief of Staff

John Koskinen
City Administrator

Council of the District of Columbia

Linda W. Cropp
Council Chair

Jim Graham, Ward 1

Jack Evans, Chair Pro Tempore / Ward 2

Angela Thompson-Murphy, Chair, Advisory
Neighborhood Commission, ANC 7A

Kathleen Patterson, Ward 3

Adrian Fenty, Ward 4

Roscoe Grant, Chair, ANC 7B

Vincent Orange, Ward 5

Sharon Ambrose, Ward 6

Mary Gaffney, Chair, ANC 7C

Kevin Chavous, Ward 7

Sandra Allen, Ward 8

Raymon Murchison, Chair, ANC 7D

Harold Brazil, At-Large

David Catania, At-Large

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Review and Zoning

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Families, and Elders

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